

**EFFECTS OF TECHNOLOGY ADOPTION ON EMPLOYEE JOB SECURITY IN
RADISSON BLU HOTEL, NAIROBI COUNTY, KENYA**

**MARGRET NYAMBURA MUCINA
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DECLARATION

Declaration by the Candidate

This research project is my original work and has not been presented for award of degree or for any similar purpose in any other institution.

Signature:  Date: 29/09/ 2025

Margret Nyambura
HPM-G-4-1846-22

Declaration by the Supervisor

This Research Project has been submitted with my approval as University supervisor.

Signature  Date 08/10/2025

Ann Kamau
School of Hospitality, Tourism and Leisure Studies
Gretsa University

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DEDICATION

I am deeply honoured to dedicate this research project to my ever available and loving Father Peter Mwangi for guiding me throughout my life Journey. I appreciate all the efforts, the motivation, love and care. I would also love to dedicate this work to the entire Muchinas family, you have been my pillar of hope and strength, your steadfast and ever complete support has been magical. Thank you family.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of Research Problem	3
1.3 Purpose of the Study	3
1.4 Conceptual framework	4
1.5 Research Questions	4
1.6 Objectives of the Study	5
1.6.1 General Objective	5
1.6.2 Specific objectives:	5
1.7 Hypothesis of the study	5
1.8 Significance of the study	5
1.9 Scope of the study	7
1.10 Limitations of the Study	7
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Empirical review	8
2.1.1 Relationship between technology adoption and employee job security	8
2.1.2 The effect of Online Booking Systems on employee Job Security	9
2.1.3 The effect of Mobile Apps on employee job security	10
2.1.4 The effect of Chabot's and virtual assistants on Employee Job security	10
2.1.5 The effect of Property Management Systems (PMS) on employee job security	11
2.2 Theoretical review	12

2.2.1	Technology acceptance Model (TAM)	12
2.2.2	Job Characteristics Model (JCM)	12
2.3	Summary of identified gaps in the reviewed literature	13
CHAPTER THREE: RESEARCH METHODOLOGY		14
3.0	Introduction	14
3.1	Research Design	14
3.2	Study Area	15
3.3	Target Population	15
3.4	Sampling Techniques	15
3.5	Sample size	16
3.6	Measurement of Variables	16
3.7	Research instruments	16
3.8	Validity of Measurements	17
3.9	Reliability of Measurements	17
3.10	Data Collection Techniques	18
3.11	Data Analysis	18
3.12	Logistical and Ethical Considerations	19
CHAPTER FOUR: FINDINGS AND DISCUSSION		20
4.0	Introduction to the Chapter	20
4.1	Response rate	20
4.2	Demographic data	20
4.2.1	Gender	20
4.2.2	Age Distribution	21
4.2.3	Education Level	22
4.2.4	Work Experience	22
4.3	Discussion of Findings	24
4.3.1	Effect of Online Booking Systems on Employee Job Security	24
4.3.2	Effect of Mobile Apps Contactless services on Employee Job Security	24
4.3.3	Effect of Property Management Systems (PMS) on Employee Job Security	25
4.3.4	Effect of Chatbots and Virtual Assistants on Employee Job Security	25
4.4	Interpretation of Findings	26

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	31
5.0 Introduction to the Chapter	31
5.1 Summary of the Findings	31
5.2 Conclusion	32
5.3 Recommendations for Policy and Practice	32
5.4 Recommendations for Further Research	33
REFERENCES	34
APPENDICES	36
Appendix I: Questionnaire	36

LIST OF TABLES

Table 1 Measurement of Variables	16
Table 2 Reliability Statistics	18
Table 3 Gender	20
Table 4 Employee perception on reduced staffing from Online booking Systems	24
Table 5 Employee Perception of Job Security Threat from Mobile Apps	24
Table 6 Employee Concern about Role Redundancy from PMS	25
Table 7 Employee Fear of Job Loss from Chatbots & Virtual Assistants	25
Table 8 Correlation between Online Booking Systems and Job Security	29
Table 9 Correlation between mobile apps and contactless services.	29
Table 10 Correlation between PMS and Job Security	30
Table 11 Correlation between Chatbots & Virtual Assistants and Job Security	30

LIST OF FIGURES

Figure 1 Conceptual framework	Error! Bookmark not defined.
Figure 2 Gender	21
Figure 3 Age Distribution	21
Figure 4 Education Level	22
Figure 5 Work Experience	23

ABBREVIATIONS AND ACRONYMS

AI – Artificial Intelligence

APA – American Psychological Association

CRM – Customer Relationship Management

ICT – Information and Communication Technology

ILO – International Labor Organization

IoT – Internet of Things

IT – Information Technology

JCM – Job Characteristics Model

PEOU – Perceived Ease of Use (A component of TAM)

PMS – Property Management System(s)

PU – Perceived Usefulness (A component of TAM)

SPSS – Statistical Package for Social Sciences

TAM – Technology Acceptance Model

OPERATIONAL DEFINITION OF TERMS

Automation: The process by which routine or manual hotel tasks are performed by digital systems or machines, often reducing the need for human involvement.

Chatbots and Virtual Assistants: Artificial intelligence tools programmed to simulate human interaction by responding to guest inquiries, processing requests, and providing real-time support.

Contactless Services: Technology-enabled hotel services (e.g., mobile check-ins, e-payments, and digital room keys) that reduce or eliminate direct human interaction between staff and guests.

Employee Welfare: Organizational measures to safeguard staff well-being, job satisfaction, and adaptability during transitions to technology-driven operations.

Hospitality Industry: The broad service sector that provides lodging, dining, leisure, and tourism-related services, with hotels forming a key component.

Job Redundancy: The situation where certain employee roles become obsolete or unnecessary due to technological innovations replacing traditional work processes.

Job Security: The degree to which employees at Radisson Blu Hotel feel assured of continued employment despite the integration of digital innovations in hotel operations.

Mobile Applications (Mobile Apps): Smartphone-based tools that enable guests to perform functions such as check-in, booking, payments, and room access without staff assistance.

Property Management Systems (PMS): Centralized hotel software used to manage core operations such as reservations, billing, guest records, and housekeeping tasks.

Upskilling/Reskilling: Employee training initiatives aimed at equipping staff with new technical and professional skills to adapt to evolving job demands caused by digital transformation.

ABSTRACT

The hospitality industry has increasingly embraced technological innovations to improve efficiency, reduce operational costs, and enhance customer experience. However, this adoption also raises concerns regarding its impact on employee job security. This study investigated the effects of technology adoption on employee job security at Radisson Blu Hotel, Nairobi County, Kenya. The research focused on four key technologies: online booking systems, mobile applications, property management systems (PMS), and chatbots/virtual assistants. A quantitative descriptive survey design was employed, targeting a population of 400 employees, with a stratified random sample ensuring departmental representation. Data was collected through structured questionnaires and analyzed using both descriptive statistics and inferential techniques, including Pearson's correlation. Findings revealed a nuanced relationship between technology adoption and job security. Online booking systems showed a weak but significant positive correlation with job security, indicating that employees who viewed them as efficient felt more secure. Mobile applications and contactless services demonstrated a weak negative correlation, highlighting concerns among frontline staff whose tasks are increasingly automated. PMS adoption, despite descriptive concerns about redundancy, had no statistically significant effect, suggesting that organizational strategies and training may mitigate perceived threats. Chatbots and virtual assistants revealed the strongest and most significant negative correlation, as they directly substitute human roles in communication and problem-solving. The study concludes that while technology adoption poses risks of job displacement, its ultimate impact is largely determined by organizational responses, including employee training, role redesign, and communication strategies. Recommendations include the implementation of continuous upskilling programs, inclusive change management, and policy frameworks that balance efficiency with employee welfare. The research contributes to the broader discourse on the future of work in the hospitality sector, particularly in developing economies like Kenya, where technological advancements coexist with high unemployment rates.

Key words: Technology Adoption, Employee Job Security

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides a brief outline of the study and shows the background, statement of the research problem, purpose, conceptual framework, research questions, objectives, hypothesis, significance, scope, and limitations. It provides a foundation for understanding the study by defining its key aspects and contextualizing the research within the hospitality industry.

1.1 Background of the Study

The hospitality industry is a broad sector that significantly impacts the economy through job creation and favoring tourism. In Kenya, more so in Nairobi County, the hospitality sector has boosted the growth of the economy.

Technology integration in the industry has transformed interactions among customers, efficiency on operations and delivery of services. Koo et al. (2021) explains how hotels are adopting systems for example the Property management system [PMS], mobile room keys, automated check-in and check-out services and AI-driven concierge services. Innovations of these technologies are part of the trends where the businesses seek to improve guest satisfaction, shorten the operational costs and facilitate efficiency in an era of rapid competition.

For instance, the application of PMS allows hotels to manage check-ins, checkouts and bookings. This being automated raises the threat of front desk employees not securing their job (Shin et al. 2019). AI- powered concierge services, such as chatbots and virtual assistants allow hotels to handle all the customer needs throughout without human intervention. Also, the robots have taken over human labor and the time needed to ensure guest rooms are in the right condition (Shin et al. 2019). Adoption of such technologies enhance guest satisfaction and easy handling of operations in the hotel.

However, the adoption of these technologies raises a lot of questions on job security even though it promotes efficiency and reduce operational cost. Many positions are at a risk of being automated thus leading to job loss which is a pressing issue in developing countries like Kenya. Nairobi being a capital city of Kenya consists of hotels such as Radisson Blu that serve both international tourists and business traveler's thus the need for technology adoption in the Kenya's hospitality sector.

The Technology implementation in the hospitality industry impacts both positively and negatively. While automation and digital tools promote a competitive advantage in an increasing digital world, employees are unsure about their job security (Hassan 2018). The tension on the influence of technology integration on employment is not new in Nairobi but it is a reflection of the future jobs in the digital age.

Globally, hotels such as Marriot and Radisson have adopted technology to enhance guest experience and facilitate easy handling of operations e.g. through check-ins and check-outs, voice activated room services and AI- driven customer service agents (Sahota, 2024). This raise concerns on workforce particularly the low skilled employees whose roles are being replaced by machines. Studies from World Economic Forum and the International Labor Organization show that Technology adoption in sectors like the hospitality industry can lead to job loss especially to those employees engaged in routine tasks (Im & Kim 2022).

While technology innovation can lead to creation of new roles that need higher level of expertise and capabilities, challenges lie in ensuring employees learn these new roles. The hospitality sector faces the challenge of managing technological integration with maintaining human touch that is beneficial to the customer experience. This prompt challenging questions about how hotels are navigating this technological transformation and its influence on their workforce more so in terms of Job security.

1.2 Statement of Research Problem

The adoption of technology in Radisson blu hotel has affected certain aspects in the hotel e.g. the way services are delivered and how operations are carried out. This transformation affects employee job security more so those that are routine or manual even though the technological transformation has its own positive influence to the hotel such as reducing operation cost and ensuring guest satisfaction.

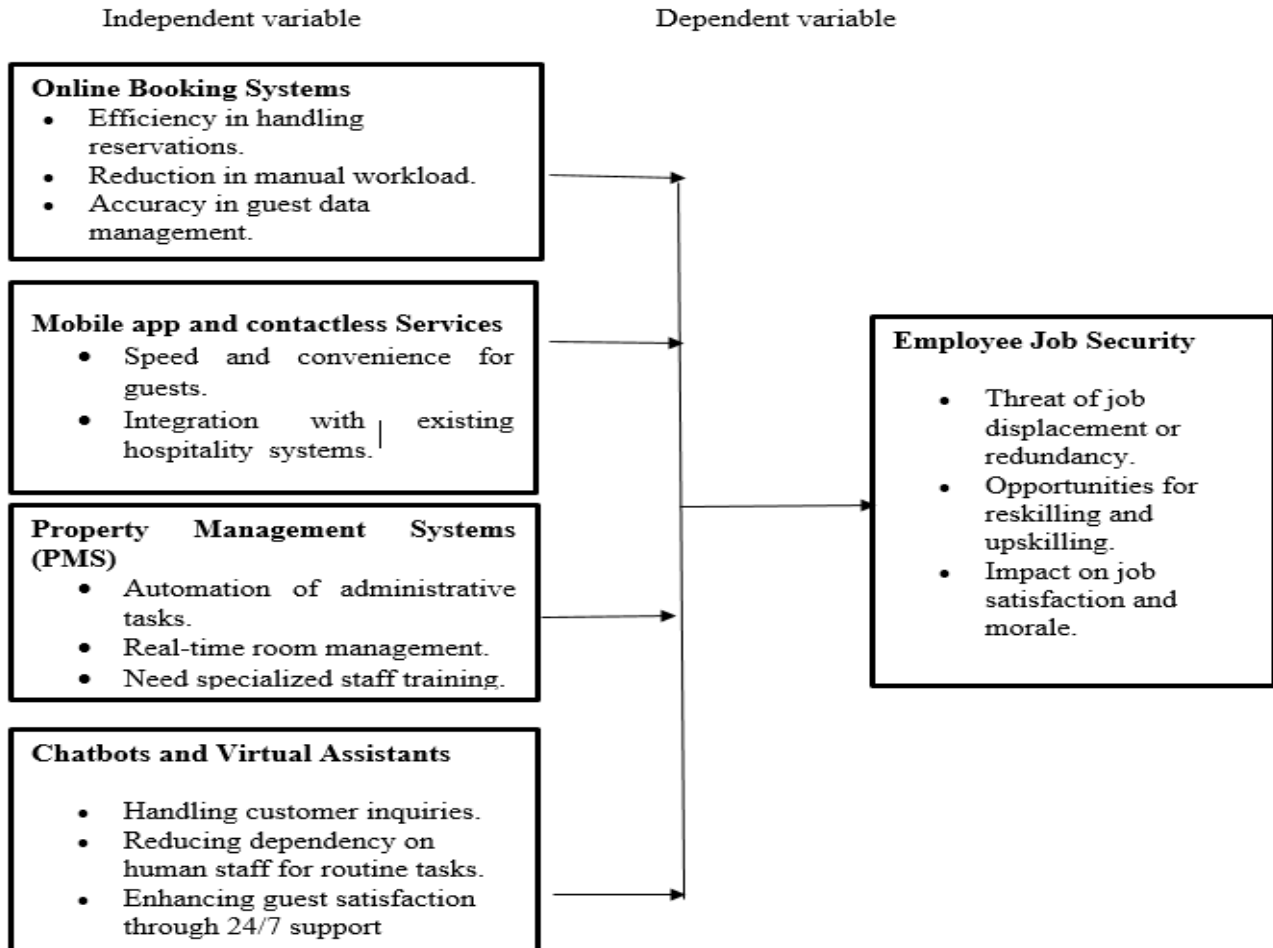
Hotels are continuously adopting the use of technology such as; automated booking systems and robots which raises concern on job loss. It is therefore crucial to examine the effect of technology integration on employee job security. Kenya being a developing Country, possibility of job opportunities becomes minimal and so adoption of technology poses a major risk of job displacement despite the merits of its adoption.

Employees may discern technology as a risk to job stability leading to uncertainty, increased turnover, resistance and reduced job satisfaction. This therefore justified the need to conduct a study on the influence of technology adoption on employee job security in Radisson Blu hotel Nairobi Kenya.

1.3 Purpose of the Study

The purpose of the study was to assess the effect of technology adoption on employee job security at Radisson Blu Hotel, Nairobi, with a focus on how technological changes influence job stability, skills, and employee welfare.

1.4 Conceptual framework



1.5 Research Questions

1. How do online booking systems affect employee job security in Radisson blu in Nairobi County?
2. How do mobile apps affect employee job security in Radisson blu hotel Nairobi County?
3. In what ways does the use of Property Management Systems (PMS) affect employee job security in Radisson blu hotel Nairobi County?
4. How do chat-bots and virtual assistants affect the employee job security in Radisson blu hotel in Nairobi County?

1.6 Objectives of the Study

1.6.1 General Objective

The main objective was to examine the effect of technology adoption on employee job security in Radisson Blu hotel in Nairobi County.

1.6.2 Specific objectives:

1. To analyze the effect of online booking systems on employee job security in Radisson Blu hotel in Nairobi County.
2. To explore the effect of mobile apps and contactless services on employee job security in Radisson Blu hotel in Nairobi County.
3. To assess the effect of Property Management Systems (PMS) on employee job security in Radisson Blu hotel Nairobi County.
4. To examine the effect of chat-bots and virtual assistants on employee job security in Radisson Blu hotel Nairobi County.

1.7 Hypothesis of the study

1. Online booking systems has no significant effect on employee job security in Radisson Blu hotel.
2. Mobile apps have no significant effect on employee job security in Radisson Blu hotel.
3. Property Management Systems have no significant effect on employee job security in Radisson Blu Hotel.
4. Chatbots and Virtual assistants have no significant effect on employee job security in Radisson Blu hotel.

1.8 Significance of the study

These research findings enlightened my expertise on the influence of technological adoption in the hospitality industry. Considering that most studies have explored the impact of technology on guest satisfaction and operational efficiency, very few have examined its impact on employee job security. This study filled this gap by showing evidence on how technology adoption impacts employees in Nairobi's Radisson blu hotel.

The findings of the study informed the measures designed at ensuring worker's rights are protected while promoting technological adoption in the hospitality sector. The study provided

insights for labor unions and employee advocacy groups, helping them better understand the challenges that employees face in an automated workplace.

In a transitioning economy like Kenya where the unemployment rates are high, the potential for job loss due to technology is a major concern. By exploring the impact of technology adoption on job security in Nairobi's Radisson blu hotel, this study contributed to the ongoing conversation about the future of work in a digital age and how countries like Kenya can cope up with the changes to enhance economic growth.

The importance of these findings is linked to the broader discussion on the future of work in the digital era. As technological advancements reshape the hospitality sector, maintaining a balance between efficiency and employee welfare becomes essential. This study offered critical insights for stakeholders navigating these changes, providing data-driven recommendations to safeguard job security while integrating technological innovations.

Ultimately, the findings emphasized the need for a comprehensive approach to technology adoption-one that accounts for both automations operational benefits and its social-economic effects on employees. By addressing the challenges and opportunities highlighted in this research, hotels in Nairobi County can achieve a sustainable balance between technological advancement and employee job security.

The findings carry important implications for policymakers. Firstly, targeted upskilling and reskilling programs are essential to help employees adapt to new roles emerging from technological advancements. Secondly, labor unions and employee advocacy groups should collaborate with hotels to safeguard workers' rights during the shift to digital operations. Lastly, policy makers must consider the broader social and economic effects of technology adoption, especially in developing nations like Kenya, where unemployment remains a significant challenge.

For hotel management and decision makers, the discoveries of this research offered insights into the technology adoption for their workforce. The hotel management will understand how employees discern technology and its impacts on their job security and this will support their growth tactics that will balance the link between technology innovation and employee wellbeing.

The study findings will inform the human resource policies that assist on employee learning new skills.

1.9 Scope of the study

The study was conducted in Radisson blu hotel in Upper hill, Nairobi County. The study particularly examined the effect of technology on employee job security in departments which included; housekeeping, front desk operations, reservations and IT.

1.10 Limitations of the Study

The study had several limitations. First, the limited timeframe restricted the capacity to examine the long-term effects of technology adoption on employee job security. Second, obtaining comprehensive data from the hotel was challenging resulting in incomplete information that may have limited the depth of analysis. Third, the study was confined to Radisson Blu Hotel, Upper Hill, which restricts the generalizability of the findings to other hospitality establishments in Nairobi and beyond.

Fourth, given the sensitivity of the topic some respondents may have provided socially desirable responses rather than candid opinions, which could affect the accuracy of the results. Lastly, the rapid pace of technological advancement in the hospitality sector means that the findings may become outdated as new innovations emerge.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter outlines a detailed literature review that investigates the complex relationship between technology integration and employee job security within the context of Radisson blu hotel in Nairobi County. The primary purpose of the literature review is to examine previous studies that have analyzed the various impacts of technological developments on the workforce, specifically in the hospitality sector, with the aim of building the foundation for the research and identify existing gaps in the literature.

2.1 Empirical review

2.1.1 Relationship between technology adoption and employee job security.

The link between technology adoption and employee job security is complex and constantly changing. As technology advances, it impacts traditional job roles. Experts agree that technology can create both opportunities and risks for job security (Genz et al., 2021). Automation and digital tools improve productivity but can result to job reductions as machines substitute human activities. The International Labor Organization (ILO) suggests that while technology may cause job loss, it also creates new roles through upskilling (Dziembala & Marcu,2023).

Job security is influenced by factors like industry type, adaptability, and the speed of technology adoption. Industries with repetitive tasks, such as customer service and manual roles, are at a higher risk of job loss (Genz et al.,2021). However, technology also creates new jobs that require advanced skills, like IT and data analysis. This shows that technology may reduce some jobs while increasing demand for others that require new skills. Employees who focus on continuous learning and skill development are better prepared for these changes. Gouda (2022) emphasizes that training plays a key role in job security. Global studies show that upskilling programs help reduce job insecurity. Without training, job displacement and uncertainty may increase (Morandini et al.,2023). Technology's impact on job security depends on how workers and organizations adapt.

While existing research (e.g., Genz et al., 2021; ILO) effectively establishes the global dualistic nature of technology's impact both creating and displacing jobs there is a scarcity of empirical studies focusing on this dynamic within the specific context of a developing economy like Kenya.

The unique socio-economic factors, such as higher unemployment rates and different skill base profiles, may significantly alter how this relationship manifests. This study aims to fill this contextual gap by providing localized evidence from Nairobi's hospitality sector.

2.1.2 The effect of Online Booking Systems on employee Job Security

Online booking systems have essentially transformed the operational scenery of hotels, influencing the roles and job security of the staff. These systems automate many processes traditionally managed by receptionists and booking clerks, such as customer -ins, room reservations and guest inquiries. According to Sahota (2024) the global hotel industry's adoption of online booking platforms increased by 75 percent between 2015 and 2022. This shift was motivated by the desire for increased efficiency and enhanced customer experience, specifically in highly competitive markets. While these systems offer clear merits in terms of operational speed and reduced errors, they have also led to changes in employment dynamics.

Research by the Sharma et al. (2022) found that 60 percent of midrange hotels in Europe reduced front office staff due to automated booking systems raising concerns about job security for those in routine tasks. For instance, Premier Inn in the U.K. saw a 2percent decrease in reception roles with self-check inn services (Giousmpasoglou& Hua,2020). However, evidence also shows that these systems offer opportunities for upskilling and job restructuring. Hotels in China that invested in training programs Empirical analysis presents both positive and negative implications on employee roles.

Research conducted by Sharma kept staff by shifting them to digital customer engagement roles (Im&Kim,2022). This suggests that the impact on job security depends on employee and organizational adaptability. The shift to online booking systems highlights the need for a digitally skilled workforce. Hassan (2018) argues that investment in training and technology can reduce job losses and emphasizes the importance of strategic workforce planning.

The effect of online booking systems on Job security in African hotels, particularly in a major tourism hub like Nairobi, remains underexplored. Furthermore, there is limited research on the perceptions of employees themselves regarding how these systems affect their job stability, which this study directly investigates

2.1.3 The effect of Mobile Apps on employee job security

Mobile apps and contactless services have significantly impacted the hospitality sector, especially during the COVID -19 pandemic by offering a seamless experience while reducing physical contact (Lau, 2020). These technologies allow guest to handle tasks like booking and check-ins via smartphones, easing operations but creating challenges for staff traditionally responsible for these duties (Shin et al., 2019)

Studies show that adopting such technologies can boost efficiency but also lead to job losses. In the U.S., Hilton and Marriot saw a 70 percent rise in mobile check-ins during the pandemic (Bharwani & Mathews, 2021), reducing the need for front desk staff. Similarly, in Japan, APA Hotels cut front-office staffing by 30% with an automated check inn system (Attached &Wdowiak,2023).

However, technology's impact isn't solely negative. In Singapore, Chen et al. (2022) found that contactless solutions led to job specialization, with staff moving to strategic roles such as guest experience management and technical support. Upskilling efforts reduced job displacement by 40 percent in hotels that proactively trained staff (Koo et al., 2021).

A gap exists in understanding the long-term, sustained impact of these contactless services on job roles and security in the post-pandemic era. This study examines these lasting effects within Radisson Blu Hotel, moving beyond the initial pandemic context to assess ongoing operational changes and their implications for employees.

2.1.4 The effect of Chabot's and virtual assistants on Employee Job security

The introduction of Chabot's and virtual assistants has transformed hotel operations, particularly in customer service and communication (Manoharan et al 2024). Chabot's, as defined by Ben (2024), are tools that simulate human conversation to manage customer enquiries, reservations, and provide support through language processing. Virtual assistants like Amazons Alexa are used in hotel rooms to offer contactless services, such as controlling room settings and answering questions about amenities (Cheruiyot, 2022).

Studies show that Chabot's reduce customer service workload, improve efficiency, but may impact job security. A report by Anwar et al. (2024) revealed that 55 percent of hotels globally had adopted Chabot technology, especially in North America and Europe. Hilton Hotels, for

example, utilizes a Chabot called Connie, which assists with guest enquiries and enhances customer experiences (Thakur, 2024). This has made operations efficient, reducing the need for front desk staff to manage routine questions.

Alibaba's Fly Zoo hotel in China uses automated assistants for check-ins and room service, reducing human involvement (Br,2022). However, Chabot's and virtual assistants can also offer employee opportunities to take on more complex roles. A study by Shin et al. (2019) found that hotels using Chabot's still need staff for managing technology, system updates, and complex customer issues. This shift suggests that hotels with ongoing staff training are more likely to maintain job security while benefiting from enhanced services. Understanding the effect of Chabot's and virtual assistants is essential for hotel management strategies, emphasizing the need for adaptive workforce development to reduce potential job loss.

While studies acknowledge that chatbots handle routine tasks, creating a potential threat to front-desk roles, there is a lack of detailed analysis on the specific new roles being created (e.g., "technology oversight," "managing escalated issues"). The literature from Manoharan et al. (2024) and Thakur (2024) is often conceptual. This study provides empirical data on the actual redistribution of tasks and the specific skills now in demand due to AI-driven tools in a real-world hotel setting.

2.1.5 The effect of Property Management Systems (PMS) on employee job security

Property Management Systems (PMS) are essential to hotel operations, streamlining front-office tasks, room assignments, billing, and guest services (Cheruiyot, 2022). According to Buhalis et al. (2022), PMS are centralized systems that automate key administrative processes and improve service delivery. These systems contribute in operational efficiency but have implications for employment and job security, specifically in front-office and administrative roles.

Empirical research illustrates mixed outcomes for hotel staff following the adoption of PMS. A study conducted by Walker and Gouda (2022) on hotels across North America showed that 65percent of surveyed hotels experienced a reduction in clerical staffing needs due to PMS integration. For instance, Accor Hotels, a global chain, reported that the integration of their proprietary PMS led to a 20 percent reduction in routine front office tasks, which streamlined operations but also made some positions superfluous.

Moreover, PMS can create new opportunities for hotel staff with relevant technical skills. The same study by Walker and Brown (2021) noted that hotels investing in staff training programs saw employees transition into roles that focus on data analysis, guest relations management, and technology oversight. For example, in India, hotels utilizing advanced PMS software, such as OYO, reallocated staff to manage guest feedback systems and optimize occupancy rates using data insights (Sanchita & Gupta, 2023). These roles are often higher paying and need a great understanding of technology, suggesting that PMS adoption drives a shift toward a more skilled workforce.

Research on PMS, such as by Walker and Gouda (2022), often focuses on large international chains or budget hotel models like OYO. The impact within established, high-end international hotels (like Radisson Blu) in Africa is not well-documented. This study addresses this by exploring how PMS adoption influences job security in a premium hotel environment in Nairobi, which may have different resources and approaches to workforce management compared to budget chains.

2.2 Theoretical review

2.2.1 Technology acceptance Model (TAM)

The Technology Acceptance Model (TAM) introduced by Davis (1989), explains how users adopt technologies based on their perceived usefulness (PU) and perceived ease of use (PEOU). (Absullah et al., 2016). In the framework of this study, TAM helps us understand how hotel employees perceive new technologies such as PMS, Chabot's, and mobile apps. By examining how employee respond to these innovations, the study will examine the relationship between technology integration and job security, examining if job security is driven by employee concerns or the smooth integration of technology. TAM findings will highlight how training and perception management can reduce negative effects and present technology as an enabler, not a threat.

2.2.2 Job Characteristics Model (JCM)

The Job Characteristic Model (JCM) is a theory that describes how technology affects job structuring and motivation. According to Faraji et al. (2008), it suggests that job features like skill diversity, task identity, task importance, independence, and feedback impact motivation, satisfaction, and performance. In the context of technology in hospitality, JCM shows how

technology influences these job features. For example, Property Management Systems can automate tasks, reducing skill variety and independence, but it can also help employees acquire new skills, improving task importance and satisfaction.

2.3 Summary of identified gaps in the reviewed literature

While previous research has examined the link between technology adoption and employee job satisfaction, there remains a notable gap in understanding the moderating role of perceived job security in this link. Moreover, the moderating influence of organizational support on this relationship is overlooked. Additionally, the effect of technology adoption on job redesign and its subsequent effects on job security requires further investigation. Finally, the cross-cultural implications of technology adoption on job security are largely unexplored, highlighting the need for Divergent studies across different cultural contexts.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This Chapter outlines the research methodology used to examine the connection between technology adoption and employee job security in Radisson blu hotel in Nairobi. It consists of the research design, study area, target population, sampling techniques, and sample size. Additionally, it analyzes the measurement of variables, the research tools used, accuracy and stability checks, data acquisition methods and data evaluation approaches. The aim was to ensure the research is well conducted and generates accurate and meaningful insights.

3.1 Research Design

This study employed a quantitative descriptive survey design. This design was deemed appropriate as it allows for the systematic collection of quantifiable data from a sample population to describe patterns and relationships between variables specifically, technology adoption and employee job security (Creswell & Creswell, 2018).

The choice of this design is justified by the study's objectives, which aim to measure and analyze the effects of technological variables on job security. As Saunders et al. (2019) affirm, a quantitative approach is optimal for testing hypotheses and generalizing findings from a sample to a larger population, which aligns with this study's goal of drawing conclusions about the workforce at Radisson Blu Hotel.

This methodological approach is supported by its proven effectiveness in similar hospitality research. For instance, Koo et al. (2021) successfully utilized a quantitative descriptive design to examine hotel employees' perceptions of artificial intelligence and job insecurity, demonstrating the methodology's suitability for capturing measurable attitudes towards technological change. The design enables the use of a structured instrument for data collection, ensuring consistency and allowing for robust statistical analysis, which is essential for achieving the research aim (Fowler, 2014).

3.2 Study Area

This study was conducted at the Radisson Blu Hotel, located in the Upper Hill area of Nairobi County, Kenya. Nairobi County serves as a prime location for this research due to its status as Kenya's capital and a major economic and diplomatic hub in East Africa. This status attracts a high volume of both international and domestic travelers, fostering a competitive hospitality sector that is often an early adopter of technological innovations to enhance service delivery and operational efficiency (Kenya National Bureau of Statistics, 2019).

The Radisson Blu Hotel was selected as the specific case for this study because it is an established international hotel brand known for integrating modern technologies such as online booking systems, property management systems (PMS), and mobile applications into its daily operations. Its location in Upper Hill, a key business district, means it caters to a clientele that demands efficiency and technological convenience, making it a rich environment for studying the effects of such adoption on its workforce.

3.3 Target Population

The target population for this study was the employees of Radisson Blu Hotel, Nairobi, whose roles are directly impacted by the adoption of hospitality technologies. The total population size was confirmed to be 400 employees, as per the official staff records from the hotel's Human Resource Management department. This group was selected as they are the primary users of systems such as online booking platforms, property management software, and other digital tools, positioning them as the most relevant respondents to provide insights on the study's core variables: technology adoption and employee job security.

3.4 Sampling Techniques

The study employed stratified random sampling to select respondents from the target population of employees at Radisson Blu Hotel, Nairobi. The population was first divided into strata based on departments. From each stratum, respondents were randomly selected in proportion to the department's size. This method was considered appropriate as it ensured fair representation of all employee categories and reduced sampling bias.

3.5 Sample size

The sample size was determined using Yamane’s formula (1967) with a population of 400 and a 10% margin of error.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{400}{1+400(0.10)^2} = \frac{400}{1+4} = \frac{400}{5} = 80$$

3.6 Measurement of Variables

The study variables and their measurements are outlined in the table below:

Table 1 Measurement of Variables

Variable	Measures/indicators	Measurement scale	Question number
Online booking systems	Frequency of use, employee roles affected	ordinal	Q1-Q5
Mobile apps	Adoption rate, tasks automated employee reactions	ordinal	Q1- Q5
Chatbots and virtual assistants	Integration in services, employee interactions	ordinal	Q1- Q5
Job security	Perceived risk, job changes, employee satisfaction	Ordinal	Q1-Q5

3.7 Research instruments

The study used a structured questionnaire as the main research instrument. The questionnaire consisted of closed-ended questions designed to collect quantitative data from employees in departments directly influenced by technology at Radisson Blu Hotel. The instrument captured demographic information, the extent of technology adoption, employee perceptions on the impact of technology on their job responsibilities, and their views on job security.

3.8 Validity of Measurements

Validity refers to the rate at which the research tools measure what they are expected to measure. In this study, validity was a basic component to ensure that the results were both accurate and relevant to the research objectives. To ensure validity in this study, the following strategies were adopted:

Face validity: The questionnaire was pre-tested on a small group of employees from Radisson Blu Hotel who were not part of the main study sample. This helped to assess whether the questions were clear, relevant, and easy to understand. Feedback from the pre-test was used to refine the wording of items to avoid ambiguity.

Content validity: The instrument was reviewed by the research supervisor and academic experts to ensure that the questions adequately covered the study objectives and the key variables under investigation, namely technology adoption and employee job security. This ensured that all dimensions of the variables were captured.

Construct validity: The questionnaire items were developed based on the study's conceptual framework and a review of relevant literature. This ensured that the questions reflected the theoretical relationships between technology adoption and employee job security.

The combination of these forms of validity confirmed that the instrument was suitable for collecting accurate and relevant data for the study.

3.9 Reliability of Measurements

Reliability, indicating the consistency of the research instrument, was assessed using Cronbach's alpha. A pilot study was conducted with 20 respondents, and the data was analyzed using SPSS. The results, presented in Table 3.2, show that all values are above the accepted threshold of 0.7, confirming the instrument was highly reliable for data collection.

Table 2 Reliability Statistics

Construct	Number of items	Cronbach's Alpha (α)
Overall Questionnaire	25	0.99
Online booking systems	5	0.87
Mobile apps and Contactless services	5	0.89
Property Management Systems	5	0.84
Chatbots and Virtual Assistants	5	0.88
General Job Security Perceptions	5	0.79

A value above 0.7 is considered acceptable, confirming the instrument was reliable for the study.

3.10 Data Collection Techniques

Structured questionnaires were used as the main technique for data collection. The questionnaires were distributed to employees working in all departments influenced by technology at Radisson Blu Hotel, including front office, reservations, housekeeping, and IT.

The questionnaires were administered during working hours in coordination with departmental heads to avoid disruption of operations. Respondents were given adequate time to complete the instruments, after which the filled questionnaires were collected for analysis.

Prior to the main data collection, a pilot study was carried out on a small group of employees who were not part of the final sample. This helped to identify and correct any unclear or ambiguous questions in the instrument, thereby enhancing its accuracy and reliability.

3.11 Data Analysis

Following the data collection phase, the completed questionnaires were meticulously examined for completeness and consistency. The data was then coded and entered into the Statistical Package for the Social Sciences (SPSS) for a comprehensive analysis. The analytical strategy

was designed to be twofold, employing both descriptive and inferential statistical techniques to fully address the research objectives and hypotheses.

The first phase of analysis utilized descriptive statistics. This involved computing frequencies and percentages to summarize the demographic profile of the respondents and to provide a general overview of the data distributions.

The second phase employed inferential statistics to rigorously test the study's hypotheses and determine the precise nature of the relationships between variables. Specifically, Pearson's Correlation Coefficient was used to analyse the strength and direction of the linear relationship between each independent technological variable (Online Booking Systems, Mobile Apps, Property Management Systems, and Chatbots/Virtual Assistants) and the dependent variable (Employee Job Security). The significance of each correlation coefficient was tested, with a p-value of less than 0.05 ($p < 0.05$) set as the threshold for statistical significance. This inferential approach was critical for moving beyond mere description and for objectively assessing the effect of technology adoption on job security, as explicitly required by the research objectives.

The results from both descriptive and inferential analyses were synthesized and presented using a combination of tables, graphs such as bar charts and pie charts, and detailed narrative explanations in Chapter Four to ensure clarity and facilitate a comprehensive discussion of the findings.

3.12 Logistical and Ethical Considerations

Logistical planning ensured the data collection and analysis were systematic and aligned with the research objectives. Questionnaire items directly measured the study's core variables, and efforts were made to ensure accuracy and minimize bias.

Ethically, participation was voluntary and informed. Respondent confidentiality and anonymity were maintained throughout the study. Permission was obtained from the hotel's management, and the data was used solely for academic purposes.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.0 Introduction to the Chapter

This chapter presents the findings of the study on how technology adoption affects job security among employees in Radisson Blu Hotel in Nairobi County, Kenya. This chapter is structured to analyze the collected data based on the research objectives outlined in Chapter one. The findings are presented in a logical order, beginning with descriptive statistics and followed by inferential analysis. The results are supported by tables and statistical data from the study. The discussion interprets the outcomes in relation to existing studies, emphasizing both the benefits and challenges of technology adoption on employment security. The chapter concludes by examining the broader implications of the findings for policy, industry practices, and future research.

4.1 Response rate

A total of 80 questionnaires were distributed to employees at Radisson Blu Hotel, of which 74 questionnaires were completed and returned, resulting in a response rate of 83%. According to Mugenda and Mugenda (2003), this response rate is considered very good, indicating that the data collected is representative of the target population and provides a reliable basis for analysis

4.2 Demographic data

The demographic data collected provides crucial insights into the structure of the workforce at Radisson Blu Hotel Nairobi, particularly with regard to the effect of technology adoption on employee job security.

4.2.1 Gender

The study collected data on the gender distribution of the respondents. The results are summarized in.

Table 3 Gender

Gender	Frequency	Percentage
Male	39	52.7
Female	33	44.6
Prefer not to say	2	2.7
Total	74	100.0

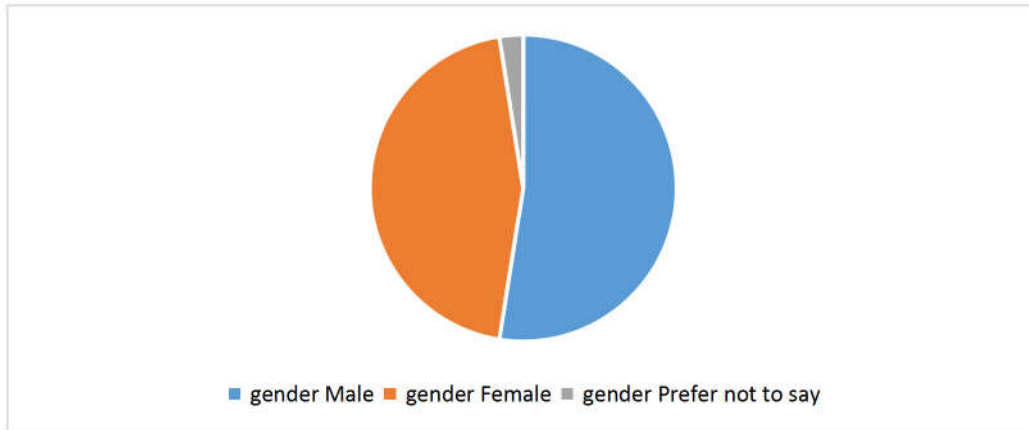
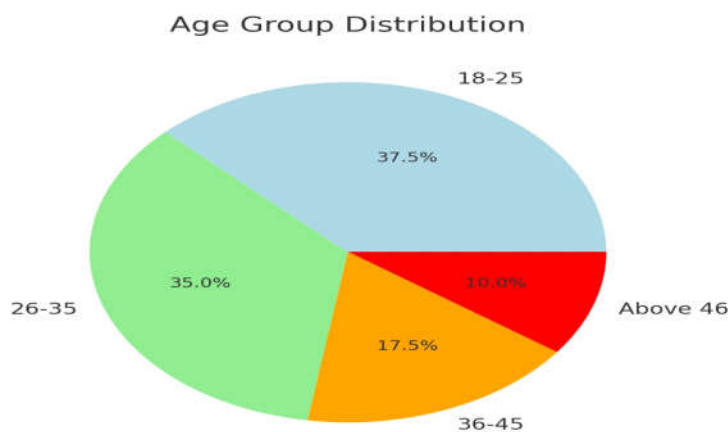


Figure 2 Gender

4.2.2 Age Distribution

The age distribution indicates that the majority of employees (72.5%) are between 18-35 years old, with 37.5% in the 18-25 range and 35% in the 26-35 category. This suggests that the workforce is predominantly young, which could imply greater adaptability to new technology. Younger staff members are commonly more tech-savvy and may find it easier to embrace digital transformation in the hospitality industry. Conversely, employees aged 36-45 (17.5%) and those above 46 (10%) may face more challenges in adapting to new systems, potentially raising concerns about job security if technological advancements lead to automation or require upskilling. The lower percentage of older employees might suggest that either the industry does not retain workers or that those unable to adapt to technological changes transition to other



industries.

Figure 3 Age Distribution

4.2.3 Education Level

Education levels also have a significant role in determining how employees respond to technology adoption. The largest portion of employees (43.75%) hold a diploma, followed by 31.25% with a degree. This suggests that most of employees have formal post-secondary education, which could enhance their ability to acquire new technological skills and secure their positions in an evolving work environment. However, 12.5% of employees have only a secondary education, which may put them at a disadvantage if the hotel adopts advanced digital systems that require higher technical proficiency. On the other hand, 12.5% of employees hold a Master's degree or higher, likely placing them in managerial roles where technology is more of a tool for efficiency rather than a direct threat to job security.

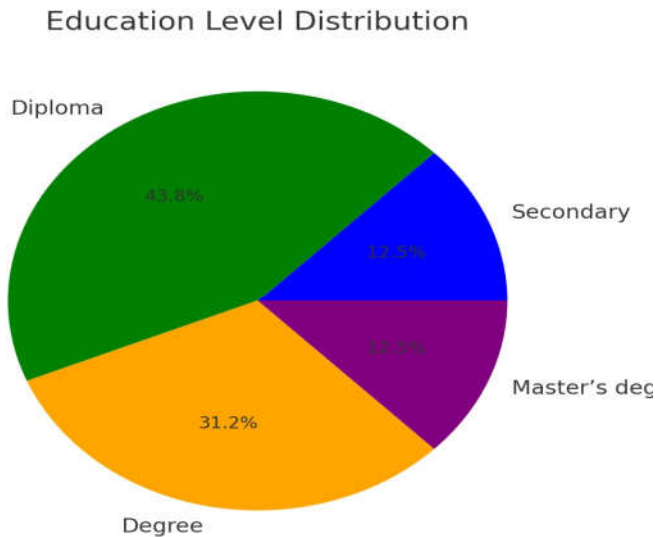


Figure 4 Education Level

4.2.4 Work Experience

Work experience distribution further highlights potential disparities in job security due to technology adoption. The majority of employees (43.75%) have 1-5 years of experience, indicating that a significant portion of the workforce is still at the outset of their careers. This group may be more adaptable to digital transformation and willing to upskill to remain relevant in their roles. Employees with 6-10 years of experience (27.5%) represent a relatively stable

workforce, but they may face moderate challenges in transitioning to tech-driven processes if they were trained in traditional hospitality practices.

Employees with over 10 years of experience (13.75%) could be the most vulnerable to job displacement if new technologies replace long-standing manual processes. Meanwhile, the 15% of employees with less than a year of experience may have been hired with expectations of working in a more technology-driven environment, meaning they are likely to be more digitally inclined and secure in their roles.

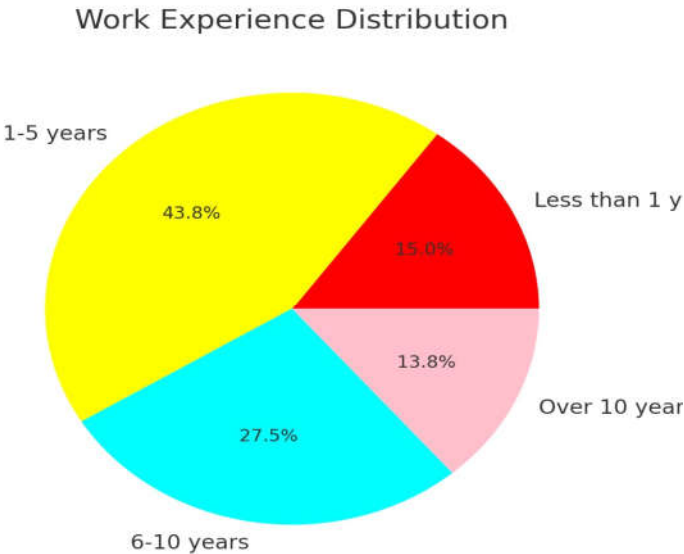


Figure 5 Work Experience

Overall, the demographic analysis suggests that while Radisson Blu Hotel Nairobi employs a youthful, well-educated workforce, technology adoption could have varying effects on job security across different groups. Younger employees with higher education levels may find it easier to adapt, while older and less-educated employees could face challenges unless they receive adequate training and support.

The findings emphasize the need for proactive strategies, such as continuous learning programs and digital training initiatives, to confirm that all employees remain competitive and secure in the face of technological advancements.

4.3 Discussion of Findings

4.3.1 Effect of Online Booking Systems on Employee Job Security

To assess the effect of online booking systems, respondents were asked to indicate their agreement with the statement: *"Online booking systems have led to reduced staffing needs."* The responses are presented in Table 4.4.1

Table 4 Employee perception on reduced staffing from Online booking Systems

Response	Frequency	Percentage
Strongly Agree	16	21.6
Agree	26	35.1
Neutral	18	24.3
Disagree	10	13.5
Strongly Disagree	4	5.4
Total	74	100.0

4.3.2 Effect of Mobile Apps Contactless services on Employee Job Security

To explore the impact of mobile apps, respondents reacted to the statement: *"My job security has decreased due to mobile and contactless services."* The results are shown in Table 4.3.

Table 5 Employee Perception of Job Security Threat from Mobile Apps

Response	Frequency	Percentage
Strongly Agree	12	16.2
Agree	22	29.7
Neutral	20	27.0
Disagree	15	20.3
Strongly Disagree	5	6.8
Total	74	100

A combined 45.9% of employees perceive these technologies as a threat to their job security. This finding indicates that the adoption of contactless services has created significant concern among frontline staff. However, the study also found evidence of role reassignment to areas like guest experience management, which is consistent with Chen et al. (2022), who noted that contactless solutions led to job specialization in hotels.

4.3.3 Effect of Property Management Systems (PMS) on Employee Job Security

The effect of PMS was gauged using the statement: *"I am concerned PMS could make my role redundant."* The responses are detailed

Table 6 Employee Concern about Role Redundancy from PMS

Response	Frequency	Percentage
Strongly Agree	14	18.9
Agree	24	32.4
Neutral	19	25.7
Disagree	12	16.2
Strongly Disagree	5	6.8
Total	74	100.0

Over half of the respondents (51.3%) expressed agreement with the statement, indicating prevalent concern that PMS automation threatens job security by making administrative roles redundant. This finding supports Walker and Gouda's (2022) research on clerical staff reduction. Conversely, those who disagreed often cited involvement in new, data-focused roles, highlighting the dual impact of PMS.

4.3.4 Effect of Chatbots and Virtual Assistants on Employee Job Security

The impact of AI tools was measured using the statement: *"I fear losing my job due to chatbots and virtual assistants."* The results are presented in Table 4.5.

Table 7 Employee Fear of Job Loss from Chatbots & Virtual Assistants

Response	Frequency	Percentage
Strongly Agree	10	13.5
Agree	20	27.0
Neutral	25	33.8
Disagree	15	20.3
Strongly Disagree	4	5.4
Total	74	100.0

While 40.5% of employees fear job loss from these technologies, a larger proportion (33.8%) is neutral, and 25.7% disagree. This suggests a significant portion of the workforce may not see these tools as an immediate threat, possibly because they are in roles less likely to be automated or because they have already been upskilled. This aligns with Shin et al. (2019), who found that chatbots create new complex roles in technology management and customer issue resolution.

4.4 Interpretation of Findings

The findings of this study revealed a complex and multifaceted relationship between technology adoption and employee job security at Radisson Blu Hotel, Nairobi. The analysis painted a picture not of a singular, overwhelming technological threat, but of a nuanced environment where perceptions of risk and opportunity coexisted, influenced significantly by a range of moderating factors beyond the technologies themselves.

A central theme that emerged from the demographic analysis was that the workforce's composition played a crucial role in shaping these perceptions. The predominance of a young (72.5% aged 18-35), and relatively well-educated (75% holding a diploma or degree) workforce suggested a baseline capacity for technological adaptation. However, the distribution of work experience, with 43.75% having 1-5 years and another 15% with less than one year, indicated that a majority of employees were in the early stages of their careers. This likely contributed to a degree of openness to change but also a potential vulnerability, as their professional identities were still being formed amidst this technological shift. The descriptive statistics provided a clear snapshot of employee apprehensions. A notable 56.7% of employees agreed that online booking systems had led to reduced staffing needs, and a combined 51.3% expressed concern that Property Management Systems (PMS) could make their roles redundant. This sentiment was strongest regarding Chatbots and Virtual Assistants, with 40.5% of respondents fearing job loss due to these AI tools. These figures confirmed that technological adoption generated significant anxiety regarding job displacement, validating the core concern that prompted this research.

However, the inferential statistics, derived from Pearson correlation analysis, provided a more nuanced and ultimately less deterministic understanding of this relationship. The analysis revealed that while statistically significant relationships existed, their strength was consistently weak to moderate, indicating that technology adoption was just one of several factors influencing perceived job security.

For Online Booking Systems, a statistically significant but weak positive correlation ($r = 0.327$, $p = 0.005$) was found. This counterintuitive result suggested that employees who viewed these systems more favorably also reported higher job security. This could be interpreted through the lens of the Technology Acceptance Model (TAM); employees who perceived these systems as useful and easy to use likely experienced reduced manual workload and greater operational accuracy, which enhanced their sense of competence and stability. It implied that for some, automation was an enabler that elevated their role rather than a threat that eliminated it.

Conversely, for Mobile Apps and Contactless Services, a statistically significant weak negative correlation ($r = -0.285$, $p = 0.013$) was identified. This indicated a slight tendency whereby increased use of these services was associated with decreased perceived job security. This finding aligned more directly with initial fears, particularly among front-desk staff whose traditional interactions were most directly replaced by contactless solutions. The visibility and immediacy of this technology's impact on daily tasks likely made the perceived threat more tangible.

The most revealing inferential finding concerned Property Management Systems (PMS). The analysis yielded a positive but statistically insignificant relationship with job security ($r = 0.192$, $p = 0.101$). This was a critical result, as it led to the failure to reject the null hypothesis. It demonstrated that, despite the descriptive data showing employee concern, the PMS itself did not have a statistically measurable effect on job security in this specific context. This strongly suggested that other factors such as organizational communication, training quality, or the nature of role reassignment were far more powerful determinants of how employees felt about their job security in relation to PMS integration.

Finally, for Chatbots and Virtual Assistants, the strongest relationship was found: a statistically significant, moderate negative correlation ($r = -0.405$, $p < 0.001$). This indicated that the adoption of these AI-driven tools was more consistently associated with feelings of job insecurity than any other technology studied. The advanced, human-mimicking capabilities of chatbots likely represented the most profound and psychologically salient form of displacement, directly replacing conversational and problem-solving tasks that were once uniquely human domains.

Synthesizing these findings, the study concluded that the effect of technology on job security was not monolithic but was instead filtered through a prism of employee perception, adaptability, and, most importantly, organizational support. The fact that 62.5% of employees had received training yet confidence levels varied greatly, coupled with the fact that only 56.25% felt included in technology decisions, pointed to a critical mediating variable: the role of management. The weak correlational strengths implied that an employee's ultimate sense of security was less about the technology itself and more about how it was implemented whether they were trained adequately, involved in the process, and strategically redeployed into new, value-added roles such as guest experience management or technical support, as observed in the descriptive data.

Therefore, the overarching interpretation is that technology adoption at Radisson Blu presented a dual reality: it was a palpable source of anxiety and a potential catalyst for job displacement, particularly for routine tasks. Yet, it was not an inevitable job-destroying force. Its ultimate impact was profoundly mediated by the hotel's strategic human resource response. The weak statistical relationships revealed that the decisive factor in determining employee job security was not the presence of the technology, but the presence of a supportive, forward-looking, and employee-centric strategy for its integration.

The findings of this study revealed a complex and multifaceted relationship between technology adoption and employee job security at Radisson Blu Hotel, Nairobi. The analysis painted a picture not of a singular, overwhelming technological threat, but of a nuanced environment where perceptions of risk and opportunity coexisted, influenced significantly by a range of moderating factors beyond the technologies themselves.

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4.5 Inferential statistics

A Pearson correlation analysis was conducted to test the hypotheses and determine the relationship between each technology variable and the composite score for employee job security

4.5.1 H01 Online booking systems has no significant effect on employee job security in Radisson Blu hotel.

Table 8 Correlation between Online Booking Systems and Job Security

Variable	Correlation Coefficient(r)	p-value
Online Booking Systems	0.327	0.005

The analysis revealed a statistically significant, moderate positive correlation between Online Booking Systems and Job Security ($r = 0.327$, $p = 0.005$). This indicates that as perceptions of online booking systems improve, so does the sense of job security. Therefore, we reject the null hypothesis (H01)

4.5.2 H02 Mobile apps and contactless services have no significant on employee job security in Radisson Blu hotel.

Table 9 Correlation between mobile apps and contactless services.

Variable	Correlation Coefficient(r)	p-value
Mobile Apps	-0.285	0.013

A statistically significant, weak negative correlation was found between Mobile Apps and Job Security ($r = -0.285$, $p = 0.013$). This suggests that increased use of mobile apps is associated with a slight decrease in perceived job security. Therefore, we reject the null hypothesis (H02).

4.5.3 H03 Property management systems have no significant effect on employee job security

Table 10 Correlation between PMS and Job Security

Variable	Correlation Coefficient (r)	p-value
PMS	0.192	0.101

The correlation between PMS and Job Security was positive but not statistically significant ($r = 0.192$, $p = 0.101$). Since the p-value is greater than 0.05, we fail to reject the null hypothesis (H03). This means the study did not find sufficient evidence to conclude that PMS has a significant effect on job security.

4.5.4 H04 Chatbots and Virtual assistants have no significant effect on employee job security in Radisson Blu hotel

Table 11 Correlation between Chatbots & Virtual Assistants and Job Security

Variable	Correlation Coefficient (r)	p-value
Chatbots and Virtual assistants	-0.405	0.000

A statistically significant, moderate negative correlation was found ($r = -0.405$, $p < 0.001$). This indicates that the adoption of chatbots and virtual assistants is associated with a decrease in perceived job security among employees. Therefore, we reject the null hypothesis (H04).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction to the Chapter

This chapter served to culminate the research by providing a concise summary of the pivotal findings, drawing definitive conclusions based on the analyzed data, and proposing actionable recommendations. The study's core aim was to assess the effects of technology adoption on employee job security at Radisson Blu Hotel in Nairobi County, Kenya. The discussion that followed was therefore grounded in the empirical evidence gathered and was structured to offer insights for hotel management, policymakers, and future scholarly work.

5.1 Summary of the Findings

The investigation into the four specific technological variables yielded a nuanced picture of their effect on employee job security. The analysis of online booking systems revealed a complex dynamic; while a majority of employees descriptively perceived these systems as leading to reduced staffing, inferential statistics uncovered a slight but significant positive correlation with job security. This suggested that employees who found these systems beneficial felt more secure, likely due to reduced manual burdens.

Conversely, the adoption of mobile apps and contactless services was associated with a discernible sense of threat. A significant portion of respondents reported decreased job security, a sentiment corroborated by a statistically significant negative correlation. This indicated that the direct replacement of traditional front-desk interactions was a tangible source of anxiety.

The findings concerning Property Management Systems (PMS) were particularly revealing. Despite over half of the employees expressing concern about role redundancy, the statistical analysis found no significant relationship between PMS and job security. This led to the conclusion that the technology itself was not the primary driver of insecurity.

Finally, chatbots and virtual assistants were identified as the technology generating the most substantial apprehension. The study found a moderate and significant negative correlation, signifying that these AI-driven tools were perceived as a direct and pronounced threat to job roles. The demographic data further enriched these findings, showing that the predominantly young and educated workforce possessed a baseline capacity for adaptation, but their ultimate

sense of security was heavily influenced by organizational support systems like training and involvement in decision-making.

5.2 Conclusion

In conclusion, this study determined that technology adoption at Radisson Blu Hotel presented a dualistic effect on employee job security. It was unequivocally a source of anxiety and a potential catalyst for the displacement of routine, manual roles. This threat was most acutely perceived in relation to AI and contactless technologies that directly supplanted human functions.

However, the research also concluded that technology was not an unequivocal force for job reduction. The relatively weak strength of most correlations underscored that the presence of new technology was less impactful than the organizational strategy surrounding its integration.

The ultimate effect on job security was profoundly mediated by the hotel's approach to human resource management, including the provision of robust training, strategic role redesign, and transparent communication. Therefore, the study concluded that a balanced and supportive approach to technological integration could harness its operational benefits while safeguarding employee welfare.

5.3 Recommendations for Policy and Practice

Based on these conclusions, several recommendations are proposed. For hotel management, it is crucial to implement comprehensive and continuous upskilling programs tailored to new technological roles. Furthermore, management should foster an inclusive change management process that involves employees in decisions and clearly communicates how their roles will evolve, thereby mitigating fear and resistance.

For policymakers and industry bodies, the focus should be on creating frameworks that encourage responsible technology adoption. This can include developing incentives for hotels that invest in employee training and establishing industry-wide standards that promote a balance between technological efficiency and workforce stability.

Additionally, labor unions and advocacy groups should actively engage in social dialogue to ensure that employees' rights and interests are protected throughout the digital transformation process, negotiating for training and redeployment opportunities.

5.4 Recommendations for Further Research

The study identifies several areas for further research, which could provide deeper insights into the relationship between technology adoption and employee job security in the hospitality industry. Future research should explore how workplace initiatives can reduce job insecurity and provide organizational support for employees affected by technological changes.

Additionally, cultural differences should be examined to understand the influence of cultural and economic factors on job security. The study also highlights the need to investigate the long-term effects of technology adoption. While the research focused on the immediate effects of technology on job security, future studies should analyze the lasting impact of advancements such as artificial intelligence, robotics, and the Internet of Things (IoT). This could provide insights into how the hospitality industry can prepare for future technological disruptions.

Moreover, the study found that the effects of technology adoption vary across different departments and roles. Future research should explore how various job categories are influenced and how best to support them in adapting to technological changes.

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APPENDICES

Appendix I: Questionnaire

I am Margret Nyambura, a hospitality student in Gretsia University Thika. I am conducting a research study on: **The effect of technology adoption on employee job security in Radisson Blu hotel Nairobi County, Kenya** as part of the requirements for my degree program.

Instructions:

Please indicate the extent to which you agree or disagree with the following statements by selecting the appropriate number based on the scale below: **1 – Strongly Disagree | 2 – Disagree | 3 – Neutral | 4 – Agree | 5 – Strongly Agree**

Section A: Demographic Information (Please tick on the correct box)

1. Gender:

- Male
- Female
- Prefer not to say

2. Age Group:

- 18–25
- 26–35
- 36–45

3. Highest Level of Education:

- Secondary education
- Diploma
- Bachelor's degree
- Master's degree or higher

4. Years of Experience in the Hotel Industry:

- Less than 1 year
- 1–5 years

- 6–10 years
- Over 10 years

5. Current Job Title:

1 – Strongly Disagree | 2 – Disagree | 3 – Neutral | 4 – Agree | 5 – Strongly Agree

Section A: Online Booking Systems

1. Online booking systems have streamlined front desk operations.
2. I feel less secure in my job due to automation from online bookings.
3. Online booking systems have led to reduced staffing needs.
4. My role has evolved positively due to online booking systems.
5. Online booking systems have not affected my job security.

Section B: Mobile Apps and Contactless Services

6. Mobile apps and contactless services improve customer experience.
7. These technologies reduce the need for human interaction.
8. My job security has decreased due to mobile and contactless services.
9. I have been trained to support contactless technologies.
10. Mobile apps and contactless services have not impacted my job security.

Section C: Property Management Systems (PMS)

11. PMS has made hotel operations more efficient.
12. PMS reduces the number of tasks I handle manually.
13. I am concerned PMS could make my role redundant.

14. I feel more productive because of the PMS.

15. PMS has no effect on my job security.

Section D: Chatbots and Virtual Assistants

16. Chatbots and virtual assistants reduce the workload at the front desk.

17. These technologies replace tasks I used to perform.

18. I fear losing my job due to chatbots and virtual assistants.

19. I believe chatbots help me focus on more important tasks.

20. Chatbots and virtual assistants have not influenced my job security.

Section E: General Perceptions of Job Security

21. I feel secure in my job despite the adoption of new technologies.

22. The hotel supports staff in adapting to technological changes.

23. Technological changes are a threat to my employment.

24. I have received adequate training to cope with new systems.

25. Technology has made my job more interesting and engaging.

